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MEMORANDUM FOR: Deputy Director (Support)

SUBJECT:

Review of the DD/P Operational Program by BD/S Support Components

l. As you know, the operational planning and authorization system for DD/P activities is undergoing an extensive revision. As an inherent part of this system a support planning system is being developed which will assure the concurrent planning and continuing adjustment of support activities and capabilities at each phase in the operational planning cycle.

- 2. This close integration of the support planning system with the operational planning system is absolutely essential because support planning involves two different but inseparable planning functions. The first is to assist the operating components to isolate their support requirements as to nature, magnitude and phasing and to make appropriate budgetary provision therefor in their overseas program. The second is to compile information and statistics representing the support requirements which will be called for as each operational activity progresses, to evaluate the total impact of these requirements upon the support component itself, and to make adequate provision in its own program and budget so that the support component will have the capability to provide the total operational support requirements.
- 3. Up to the present time there has been relatively little support planning of the type currently contemplated. On the part of the operating components the development of support requirements has been largely limited to estimating the fund requirements for the major material elements of support. More specific planning of support needs has usually been delayed until specific projects were being planned or more normally were developed on a "needed-now" basis during the actual conduct of a project. On the part of the support components planning was necessarily limited to that which could be accomplished from past experience factors and from such bits of information as they were able to pick up or were specifically brought to their attention.

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4. The new integrated operational and support planning system was formally launched about six months ago and is materializing in the

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presentation of the current DD/P operational programs. There has been increased collaboration between the operational components and at least some of the support components in the development of the support requirements of these programs. For the most part, however, this process has been very limited and requires extensive development. As a practical matter it will take at least one full year to implement the joint planning system.

- starting at the present time, copies of each operational program are made available to the support components of the DD/S. The planning efficers of each such component study the composite support requirements inherent therein, extract certain statistical data therefrom and generally attempt to appraise their capability to provide the support required by the Program. Each support component provides this effice with written comments concerning their capability to support the Program and calls attention to requirements which they have detected concerning which there has not been sufficient planning to positively confirm their support capability.
- 6. These memorands are revised by the SA-DD/S (Support Planning) who extracts therefrom any matters of sufficient importance which should be brought to the attention of the DD/P Review Board and possibly the PRC. The DD/P Review Board formally considers the possible effect of these comments as presented by the SSA-DD/S (a member of the Review Board) and determines whether or not any last minute revisions in the Program are necessary or alternatively whether the PRC should be advised of particular limitations on the Program which have been raised by support components.
- 7. Following the Review Board session a more detailed memorandum is sent to the area division chief. This memorandum contains all of the significant comments and suggestions offered by the DD/S support components. A copy of this memorandum is then sent to the planning officers of each of the support components. By this means we alert the area division to many problem areas detected by the support components and lay the groundwork for more intimate planning between the support component and the area division. By this means it is hoped that all support problems can be thoroughly explored and solved on an effective and timely basis.
- 8. In order that you, as Deputy Director (Support) and a FRC member may be fully advised as to the opinion of your support components with respect to their ability to provide the support requirements of each operational program, it is proposed to send you for each program:
 - a. Copy of the memorandum to the DD/P Review Board

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- b. A memorandum with comments concerning the action taken by the Review Board with respect to any specific support limitations brought to its attention.
- c. Copy of the memorandum to the chief of the operating compenent concerned containing all of the significant comments and suggestions offered by each of the DD/S support components.
- 9. It is believed that this information will permit you to be fully apprised of the opinion and problems of each of the support components relative to each program presented to the PRC without further staff work excepting only those of the Budget Office.

Special Support Assistant to the Beputy Director (Support)

Attachments

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